

Executive Registry

24 AUG 1977

77-1918/2

MEMORANDUM FOR: Deputy Director for Intelligence

FROM: Director of Central Intelligence

SUBJECT: Proposed Letter to Dr. Brzezinski Regarding Meeting with CIA Analysts

1. I have your letter to Dr. Brzezinski requesting that he meet with some of our analysts to amplify on his criticisms of our political analysis. Let me suggest that it would not be very productive to have such a meeting. I believe Dr. Brzezinski's problem has several aspects that really do not cast criticism on our present analysts:

a. Policy-makers always would like to have precise information and forecasts about political trends. These are always the most difficult and you will never make policy-makers totally happy.

b. Brzezinski has expressed the view to me on a number of occasions that it has been neglect of collection efforts in the past that has caused the present problem. Clearly, we have not concentrated on indigenous targets in most countries of the world and we have totally neglected areas like Africa south of the Sahara in years past. Until we build up an infrastructure of collection capability in those areas, our political reporting will necessarily suffer.

2. Beyond that, if I could just stress to your analysts the importance of the following guidelines:

a. Avoiding consensus or a least common denominator analysis just to get agreement within the intelligence community.

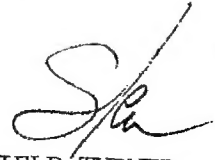
b. Clearly stating the pros and cons or the pressures for or against, rather than coming out with flat predictions that the "Soviets would..."

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In short, what the policy-makers like Brzezinski seek is an intellectual stimulation, not a definitive prediction. They want to be able to take our product and feel that it has helped them understand the problem in a way that they can add their own insight to it and come to their own conclusion.

3. In sum, I personally do not take Brzezinski's criticism as a personal affront to you, me and your analysts.

A handwritten signature in dark ink, appearing to be 'S/T', written in a cursive, stylized manner.

STANSFIELD TURNER

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Washington, D. C. 20505

Dear Zbig:

As a follow up to our lunch conversation of ~~Friday~~ concerning CIA's political analysis, I would like to request that you meet with a small group of senior analysts from our Office of Regional and Political Analysis so that they can hear from you directly your political intelligence needs and the ways in which we can serve you better.

Yours,

STANSFIELD TURNER

The Honorable Zbigniew Brzezinski  
Assistant to the President for  
National Security Affairs  
The White House

## Routing Slip

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI		✓		
2	DDCI		✓		
3	D/DCI/IC				
4	DDS&T				
5	DDI	✓			
6	DDA				
7	DDO				
8	D/DCI/NI				
9	GC				
10	LC				
11	IG				
12	Compt				
13	D/Pers				
14	D/S				
15	DTR				
16	A/DCI/PA				
17	AO/DCI				
18	C/IPS				
19	DCI/SS				
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SUSPENSE

Date

Remarks:

STAT

**Executive Secretary**

Date \_\_\_\_\_

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<b>OFFICIAL ROUTING SLIP</b>			Executive Registry 77-1918/1
TO	NAME AND ADDRESS	DATE	INITIALS
1	Acting DDCI		
2	DCI		
3			
4			
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6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
<b>Remarks:</b>  There has been genuine consternation among the political analysts about the expressions of dissatisfaction with their work by the President and Mr. Brzezinski. If it is at all possible, I would like them to have the opportunity to discuss the problem directly with Brzezinski. They are anxious to respond to the criticism, but it is not easily transmitted though I have tried on a couple of occasions. I ask that you sign the enclosed memo. <div style="border: 1px solid black; width: 200px; height: 20px; margin: 10px auto;"></div> Sayre Stevens			
<b>FOLD HERE TO RETURN TO SENDER</b>			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Deputy Director for Intelligence			26 JUL 1977
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The Director  
Central Intelligence Agency



Washington, D.C. 20505

DDI # 2788-77

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Yours,

STANSFIELD TURNER

The Honorable Zbigniew Brzezinski  
Assistant to the President for  
National Security Affairs  
The White House

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